

Report to Public Works Employees

An Organizational Review



Why Should You Read This.....

The purpose of this report is to create a better understanding of the PW organization and the issues, challenges and accomplishments that impact the organization. The need for such a report arose from PW surveys conducted in the process of developing recent team initiatives, which revealed a common theme that the workforce was being left out of the PW “loop”.

In 2001 PW was underway with changes developed in team initiatives, realizing improvements to the way PW accomplishes work. Further changes were set in motion through PW’s Strategic Plan to direct the evolution of the organization’s culture into an even more effective and empowered workplace. None of these changes would be feasible without the efforts of the 521 people (civilian, contractor, and military) who make up the PW workforce, who exhibit on a day-to-day basis a willingness to go the extra mile. Hopefully with the information provided in this report, the PW workforce will have a clearer view of the direction to head in that “extra mile”.

Joanne Templeman
Anteon Corporation



Our Vision—

The Public Works at Fort Lewis, Washington, *leads* the industry in providing sustainable infrastructure, resource, and facility management services. We are the *preferred service provider* to all our customers and a resource for *innovation* worldwide. We actively partner with other providers to form *strategic alliances* that provide the highest value for our customers. Our workforce is a *proactive, motivated and highly trained* team, delivering services *efficiently, ethically, and with pride in ownership* in all we do.

Our Core Values—

Integrity Obey the law. Be truthful. Do what we say we will do.

Respect Value each other and others we deal with. Care for each other. Trust in each other.

Dedication Commit to overall success of PW mission. Place mission first. Be personally invested in PW. Have passion for higher order of service.

Fairness Be honest brokers. Give everyone honest and sincere consideration. Consistency in decision making

Stewardship Of the environment, of the taxpayers' money, of Fort Lewis facilities & infrastructure.

Courage To do the right thing. To question the status quo. To try new ideas. To use mistakes as a learning opportunity. To accept responsibility and accountability for our actions and that of the organization.

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A Note From the Director

First, let me congratulate you all on the tremendous success we have had over the past two years. The Army is transforming at a remarkable rate – we have not just kept pace with

that Transformation – we have led it! Our reputation on Fort Lewis is rock solid. To our clients, we are widely respected as highly professional, customer oriented, and responsive. We get the job done no matter how difficult the task. But we are also recognized by the Army and even the White House for our innovative approaches to our business.

As I reflect on what has happened in the 27 months since my arrival, I am amazed at the resilience and strength of this Public Works. We have taken on the Army's most challenging programs – Transformation, housing and utilities privatization, and commercial activities. We endured an earthquake, a drought and now a war. Each event was taken in stride with continued excellence in performance. How is that possible?

The Army's Transformation is about capitalizing on the Army's greatest strength – its Soldiers. Well the "Soldiers" of Public Works are our greatest strength too. And we are making ourselves better. We are learning how to make continuous improvement in our performance, to adapt quickly and responsively to the changing needs of the people we support. We have to do this if we are to continue to be effective at supporting the Army.

Our transformation is not complete. We have much work to do. Over the course of the next year we will embrace business practices, technologies, and partners in ways that we have never imagined. We will make greater use of automation and digital communications. We will make increasing use of contractors where we do not have the skills or capability to accomplish our mission. We will continue to decentralize management and resources of our work by giving all employees more authority – and accountability.

I urge you now to take a few minutes to read this report and take stock of what we have accomplished. It is no small feat! Thank you for your continued dedication and hard work.

Colonel Richard L. Conte
Director of Public Works

A Promise To Our Customers

Looking at the year in passing, as well as several of those before, I am simply amazed at all that we have accomplished. Special thanks to all that made these changes (small and large) happen.



Facing a CA decision in the summer of 2003, we find ourselves in a fight like none other faced by PW before. It is a fight for our livelihood in which we will earn the right to serve our customer. It is a fight which will tug on us and demand from us the very best that we have to offer. We must not only deliver our very best every day, but we must realize the urgency to better serve our customers.

One area that we will continue to work into our normal way of doing business will be our project delivery program as we embrace what I call 'A Promise to Our Customer'. Our customers want to know what we will be doing for them, when it will be accomplished, and at what cost while delivering a project that meets their needs. We must focus on these critical areas in the communication segment of our project delivery program if we are to better serve the customer. I don't think this is too much to ask from a service provider that has consistently risen to every challenge placed before us.

Working for PW now and into the future is no longer about working for an organization where the work is business as usual. As we begin our transformation to our future organization, our daily business will be anything but business as usual. It is this transformation that will lead us to a finely honed organization that will successfully compete with commercial vendors. This transformation will not only require your cooperation but your unconditional commitment.

We will be facing many personal and business challenges in our near future. Working together as Team PW, I am confident that we will meet each of these challenges in stride and with success just as we always have. Go Team PW!

Randall W. Hanna
Deputy Director of Public Works

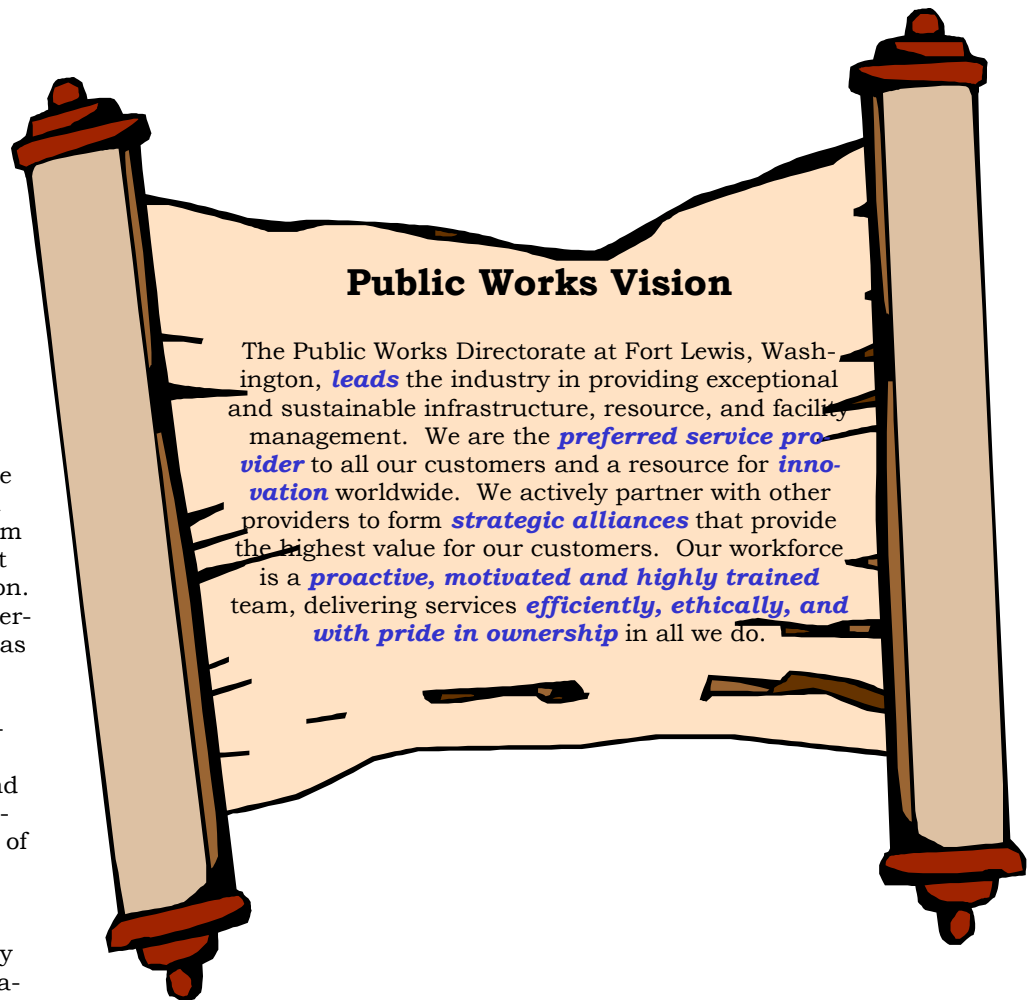
PW's Strategic Game Plan: *Built on the Vision, Core Values and Workforce Input*

Throughout PW's history, challenges of RIFs, constricted budgets, increasing regulatory requirements, and changing military priorities, have come and gone. These challenges, like those we face personally, test our mettle and ultimately increase our fitness. Fortunately the challenges of the past have prepared the organization for our latest foe, Commercial Activities (CA).

When PW was notified in 1999 of the CA study it would undergo, the reaction among the workforce and within the organization ranged from fear to ambivalence. PW could not win without tuning the organization. So in the fall of 2000, the PW leadership assembled to define who we, as an organization, need to be and what could be done to get there based on our core values and success factors. These items became the PW Vision, PW Core Values and Success Factors, and Strategic Initiatives and Goals, the foundation of the game plan known as the PW Strategic Plan.

The Vision and Core Values are, by nature, idealistic. However the strategic changes that would be developed needed to be practical, and that is where the workforce comes in. Following Town Hall meetings conducted in January 2001, input meetings were conducted at the Division and shop-level to gather suggestions and comments from the workforce for methods of accomplishing the strategic goals in the workplace. The input meetings produced 576 comments and suggestions, which were reviewed by a Strategic Planning Taskforce and linked to the strategic goals whenever possible. Suggestions that provided high probability of strategic success and linked to strategic goals were infused into five action items. These action items will be further developed in 2002 and beyond into action plans that will be incorporated into PW's operations.

The action plans will be developed and implemented by action champions within the PW workforce, and advised and supported by PW leadership.



Public Works Vision

The Public Works Directorate at Fort Lewis, Washington, **leads** the industry in providing exceptional and sustainable infrastructure, resource, and facility management. We are the **preferred service provider** to all our customers and a resource for **innovation** worldwide. We actively partner with other providers to form **strategic alliances** that provide the highest value for our customers. Our workforce is a **proactive, motivated and highly trained** team, delivering services **efficiently, ethically, and with pride in ownership** in all we do.

Public Works' Core Values The Foundation of the Strategy

Integrity

Obey the law; Be truthful
Do what we say we will do

Respect

Value each other and others
we deal with; Care for each
other; Trust in each other

Courage

To do the right thing
To question the status quo
To try new ideas; To use mis-
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ganization

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Commit to overall success of
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Be honest brokers; Give eve-
ryone honest and sincere
consideration; Consistency in
decision making

Stewardship

Of the environment; Of the
taxpayers' money; Of Fort
Lewis facilities & infrastruc-
ture

Gaining the Home Field Advantage

Assembled from PW's strategic goals and workforce input, the five action items described below were designed to give Team PW the "home field" advantage in the CA study. This advantage will be put into play in 2002 and beyond as the items are developed into action plans and implemented into PW operations with direction and support of the PW leadership. The action plans will create a PW team that is prepared, purposeful, calibrated for excellence, and proud of their work.

The Plan's Five Action Items

Customer Communication and Interaction

Our customers need to know what PW can do for them and how it can be accomplished. This base develops PW's service goals and priorities, and establishes a means of communicating to the customer our capabilities and methods of service. This action item also implements customer service training that embraces PW's behavioral and organizational values.

Employee Communication and Well Being

Without understanding the priorities of the organization and issues it faces, how can the workforce respond constructively? This action item implements an employee communication process for explaining what PW is all about, what each Division does, what their role is, where they fit in, how work gets done, and the level of performance expected. This action item also addresses the well being of the organization and the individual employee and will provide a venue for advancing employee issues, concerns, and opportunities. Developing and improving "Team PW" morale through social and well being activities are also addressed in this item.

Apply Standards for work practices, equipment & performance

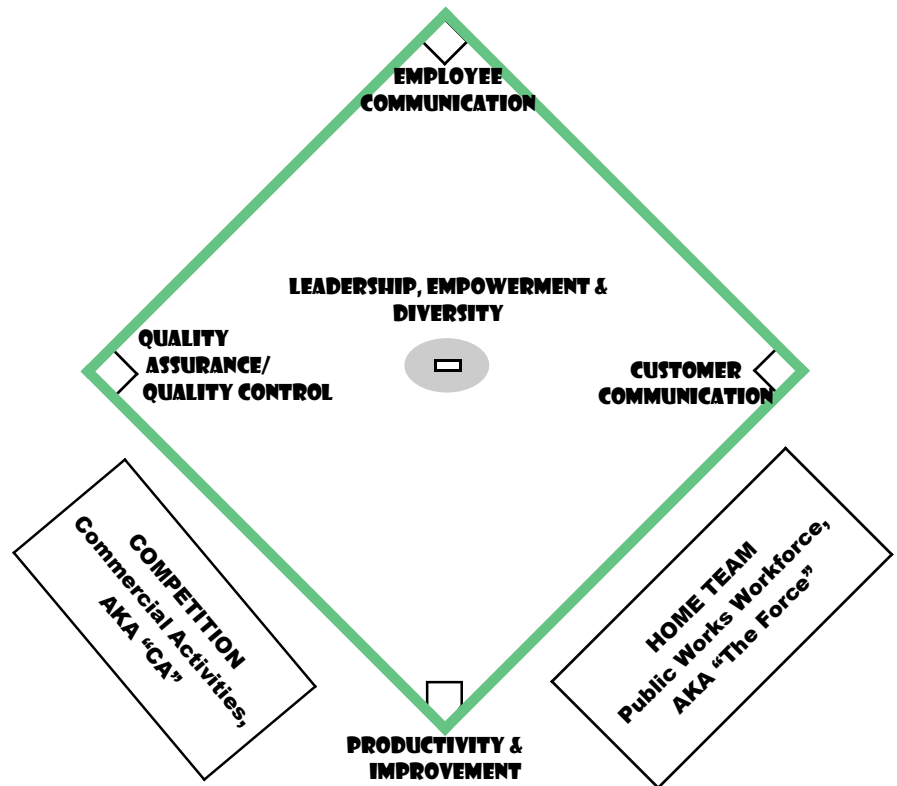
Aimed at providing consistent quality, this base is also known as the QA/QC action item. This item addresses standards that apply to in-house, contract, COE, and work executed by other Fort Lewis organizations. It will also provide a means of assessing the application of design standards, safety and risk standards, permitting processes, measures.

Continuous Improvement/Productivity

Through this action item every PW activity will have a systematic self-assessment and a process for tracking, documenting and enacting process improvements – analogous to PCAR. Continuous improvements will be addressed through technology, work process improvement training, productivity incentives, strategic alliances with vendors and other organizations to increase service availability and will include customers input. These efforts will be linked to initiatives developed in the Installation Sustainability Plan.

Employee Development: Leadership, Empowerment & Diversity

"PW gets the job done, but do the employees like it here?" Without success here, the PW effort is hamstrung. The focus of this action item is to create a work place of meaningful employment, where the employees are accountable and passionate about their work and their workplace. Success will be seen when leadership positions can be filled internally, strengths of diverse ideas and backgrounds are accepted, and employees are professionally invested in their work and personally engaged.



Understanding the Fiscal Year 2001 Budget

Operations & Maintenance, Army (OMA) Significant Source of PW Funds

The primary source of direct funds to the PW function is the Operations and Maintenance, Army (OMA) appropriation (see chart at right). These funds are used by PW to perform its Base Operations (BASOPS) and real property facilities Sustainment, Restoration and Modernization (SRM) missions for non-Army Family Housing customers. A separate account called Operations and Maintenance, Army Family Housing appropriations is the sole source of funds for PWs' family housing responsibilities. The remainder of funds come from reimbursable programs and customers.

OMA Affected by Changes in FY01

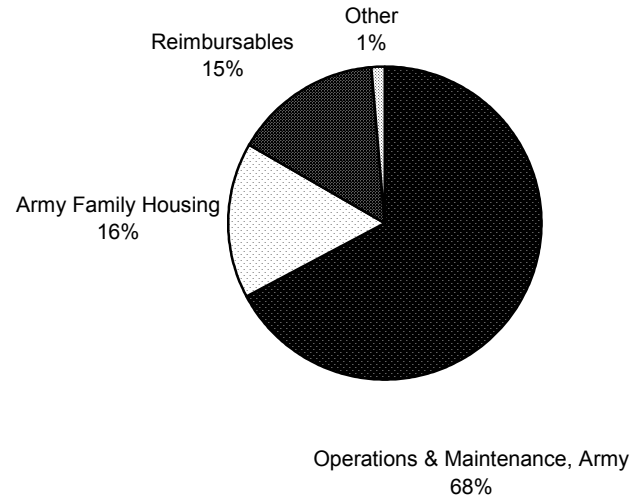
Changes in the Annual Funding Program (AFP) during the course of FY 01 resulted in a significant additional draw from PW's OMA Maintenance & Repair (M&R) account. Consequently, the M&R Program's final AFP satisfied only 34% of the estimated Annual Recurring Requirement of \$61.4 million. The most significant changes to the AFP were as follows:

Utilities - Initial FY01 funding of \$9.5 million was based on projections developed in the July 2000 timeframe. However, as FY01 got under way, the rates for both natural gas and electricity were poised for significant hikes. Projections for utilities in FY01 were revised in January 2001 resulting in a stated unfinanced requirement (UFR) of \$6.25M. The UFR was reduced to \$3.62 million in July when utility consumption was less than had been predicted. FORSCOM bought \$1.3 million of Fort Lewis' \$3.62 million UFR in August 2001, and an additional \$150,000 was allocated to PW from the Commanding General's Withhold. The balance of the final FY01 utilities bill was generated internally from other PW OMA programs. In the final analysis, the Utilities Program budget increased \$4.6M over the course of the fiscal year.

Earthquake Damage Repair - On 28 February 2001, Fort Lewis was rocked by an earthquake registering 6.8 on the Richter Scale. The total estimated cost of damage to Fort Lewis Real Property Facilities reported to FORSCOM in April was \$4.4M. Immediate repair was funded using locally available OMA M&R funds diverted from their original purposes. It was not until mid August 2001 that FORSCOM allocated \$3.99 million to Fort Lewis to buy out the most critical repair requirements. The costs of work done earlier using OMA M&R funds were then transferred to a special Earthquake Damage Repair Account. Funds that were freed up as a result were used to buy M&R project work that was in PW's Annual Work Plan.

OMA Changes continued on page 11

Sources of PW Funds



Summary of FY 01 OMA Program

ACCOUNT DESCRIPTION	Funds Obligated
Utilities	\$14,170,000
Maintenance & Repair	\$20,884,000
Minor Construction	\$1,310,000
Municipal Services	\$2,975,000
Facilities Engineering Services	\$10,031,000
Fire & Emergency Services	\$5,262,000
Environmental Program	\$10,529,000
Unaccompanied Personnel Housing	\$812,000
Facilities Reduction Program	\$1,548,000
Defense Environmental Restoration Account	\$5,151,000
Earthquake Repair (CONOPS funds)	\$3,997,000
Force Protection	\$15,000
MP Deployment to Kosovo	\$47,000
Total OMA Direct Received by PW	\$76,730,000

A breakout of allocations of the \$76,730,000 of the Public Works' final FY 01 OMA program.

OMA Changes continued,

Fire & Emergency Services – In FY01, the Fort Lewis and Yakima Training Center Fire Departments identified several one-time funding requirements that had not been resourced at the beginning of the fiscal year. Notably, there were “must fund” training events, equipment buys and fire station furnishings requirements that required an additional \$565,000. The bulk of the increase was a result of re-programming from the initial AFP in the M&R Account.

Army Family Housing Program

The AFP for the Fort Lewis family housing operation at the beginning of the fiscal year was less than half of the year-end requirement. The AFP was based on an assumption that family housing would be privatized by mid-FY01. However by January of 2001 the schedule for family housing turnover to a private developer had slipped to 1 August 2001. The resulting funding shortfall was identified to higher headquarters for resolution as certain vital support work would have to cease by mid fiscal year, if not sooner, without additional funding. Eventually additional funding was received in the June timeframe, however an overall lack of sufficient funds over the first nine months of the fiscal year severely impaired PW's ability to satisfy its AFH maintenance and repair requirements in a timely fashion. Also of note is the fact that funding to support all *essential* Residential Communities Initiative (RCI) requirements never was received. To avert disruption to vital RCI activities, approximately \$490,000 was diverted from normal AFH Management Account business activity to the RCI effort, resulting in a negative affect to family housing customers.

Reimbursables Program

In FY01, the majority of reimbursable funds came into the PW operating accounts from its customers for services rendered, including provision of utilities (electricity, heat, water, wastewater disposal), municipal services (solid waste collection and disposal, entomology services, custodial services), environmental services (hazardous waste disposal) and minor construction (construction of new facilities and alterations and improvements to existing facilities). Of the many organizations that pay PW for its services, AFH, Madigan and AAFES provided the bulk of the overall reimbursable funds, paying a combined \$8.5 million for PW services. Funds received from reimbursable customers were used largely to supplement civilian pay requirements in OMA Direct funds.

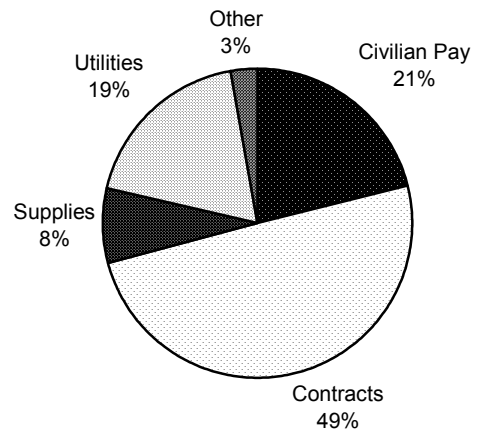
PW's Forestry Management Program, as in the past, was funded totally from its reimbursable funds. The program is based on the use of timber sale receipts to fund their operating costs. Any excess revenues are sent to FORSCOM for distribution to other installations that accrue costs in excess to their local revenues. The Fort Lewis Forestry Management Program expenses for FY01 were \$1,702,000; \$3.8 million in excess revenues were sent to FORSCOM.

Funding Command Interest Programs and Projects

Transformation – The Army's initiative to transform two existing Brigade size units into more mobile, versatile, and lethal combat fighting entities was being implemented at Fort Lewis during fiscal year 2001. Public Works was fully engaged in satisfying high priority BASOPS and SRM-type requirements in direct support of this Transformation initiative. Work performed (costs accrued) totaled \$1,314,000. Of this total allocation of funds, \$1,127,000 was taken from PW's OMA accounts without backfill from another source. Thus, over \$1.1M of the PW's normal mission work did not get accomplished in deference to the Transformation initiative. Areas adversely affected were Unaccompanied Personnel Housing furnishings (\$613K), the Environmental Program (\$258K), and SRM (\$256K).

Noble Eagle – The events of September 11th, 2001 brought focus to improving Fort Lewis' security posture. Several issues were addressed between September 11th and the end of the fiscal year that required PW's support. Total of \$515K was consumed for PW related work of which \$372.2K was funded from outside PW. The balance, \$143K, was taken from Public Works' OMA operating accounts.

FY 01 Expenses by Element of Resource



Budget Fast Facts

Public Works' civilian pay cost in FY01 was \$24.1 million. Of this amount, \$15.7 million was covered by OMA Direct funds, \$1.2 million by Army Family Housing funds, and the balance by other reimbursable funds. These costs are in addition to the PW contractor payroll.

International Organization for Standardization

What Is ISO?

The International Organization for Standardization (ISO), established in 1947, is a non-governmental worldwide federation of national standards bodies from some 140 countries.

The mission of ISO is to promote the development of standardization and related activities in the world with a view of facilitating the international exchange of goods and services, and developing cooperation in the spheres of intellectual, scientific, technological and economic activity.

ISO's work results in international agreements are published as International Standards. As resource-saving tools, universally understandable codes play an important role in both automated and manual documentation. Below are some examples of the breadth of ISO standards that have been widely adopted, giving clear benefits to industry, trade and customers.

- The **ISO film speed code** has been adopted worldwide making things simpler for the general user.
- Standardization of **telephone and banking card** formats means cards can be used worldwide.
- **Internationally standardized freight containers** enable all components of a transport system – air, seaport, railway, highways and packages to interface efficiently. This, combined with standardized documents to identify sensitive or dangerous cargoes makes international trade cheaper, faster, and safer.
- **The ISO international codes for country names, currencies and languages** help to eliminate duplication and incompatibilities in the collection, processing and dissemination of information.

9000 and 14000 Are Family Names

ISO 9000 and ISO 14000 are actually families of standards, which are referred to under these generic titles for convenience. Both families consist of generic standards and guidelines relating to management systems and related supporting standards on terminology and specific tools, such as auditing (the process of checking that the management system conforms to the standard).

ISO 9000 is primarily concerned with quality management.

Like "beauty", everyone may have his or her idea of what "quality" is. In plain language, the standardized definition of "quality" in ISO 9000 refers to all those features of a product (or service) which are required by the customer. "Quality management" means what the organization does to ensure that its products conform to the customer's requirements.

ISO 14000 is the series of standards concerned with environmental management—what the organization does to minimize harmful effects on the environment caused by its activities. **ISO 14001** is the standard within this series that establishes an Environmental Management System (EMS) for minimizing harmful environmental impacts.

Both ISO 9000 and ISO 14000 concern the way an organization goes about its work, and *not directly the result of this work*. In other words, they both concern processes, and not products – at least, not directly. Nevertheless, the way in which an organization manages its processes will affect its final product.

I-S-O Fast Facts

ISO's name—How is ISO an acronym for International Organization for Standardization. Shouldn't the acronym be "IOS"? Yes, if it were an acronym – which it is not.

In fact, "ISO" is derived from the Greek isos, meaning "equal", and the root of the prefix "iso-" that occurs in a host of terms, such as "isometric" (of equal measure or dimensions) and "isonomy" (equality of laws, or of people before the law).

From "equal" to "standard", the line of thinking that led to the choice of "ISO" as the name of the organization is easy to follow. In addition, the name ISO is used around the world to denote the organization, thus avoiding the plethora of acronyms resulting from the translation of "International Organization for Standardization" into the different national languages of members, e.g. IOS in English, OIN in French (from Organisation internationale de normalisation).

ISO 14001- *Implementation and Certification at Public Works*

In 1998-1999, DoD pilot studies conducted of Fort Lewis' ISO 14001 compliance determined that the *installation* was near conformity. When posed with the prospect of closing this gap by implementing the standards and seeking certification, PW had to determine what level to pursue, whether simply at the ENRD level, PW level, or fence line to fence line of Fort Lewis. By the July 1999 timeframe, leadership agreed to pursue certification at the PW-wide level, which with a workforce of nearly 500 people, would be a significant accomplishment.

In the process of understanding and implementing ISO 14001 standards into the organization, PW's Division chiefs, Director and Deputy Director met every two weeks over the next year. In June of 2000 PW conducted its first internal audit, followed by its first third party ISO audit in August of 2000. The hard work paid off, because in September of 2000 PW was awarded ISO 14001 certification. In 2001 PW underwent three subsequent surveillance audits (required to maintain certification), succeeding each time.

Why Pursue Third Party Certification?

Although ISO 14001 allows organizations to self-declare fulfillment of the EMS standards, third party certification was preferred because certification would strengthen PW's position in the CA process. Certification by a third party registrar to an internationally recognized EMS also enhances PW's relationship with the public and with regulators, i.e., that PW was trying to "do the right thing" in terms of its environmental responsibilities. And finally, self-certifying would be like the "fox guarding the henhouse". Any credibility earned through implementing the EMS would be tenuous without assessment from an outside set of qualified and objective eyes.

In the process of pursuing third party certification, Public Works turned the corner on implementation and experienced benefits beyond those described above. Certification became a unifying cause that was accomplished and maintained through the efforts, ownership, and empowerment of the entire organization.

An excellent resource on PW's EMS is available at the PW intranet site (<https://pwmoira/>).

Summary of PW Audit Findings					
ISO Elements With Findings					
	Jun 00	Oct 00	Jan 01	Jun 01	Oct 01
4.2 Environmental Policy			1		
4.3.1 Environmental Aspects			1		
4.3.2 Legal and Other Requirements	1				2
4.3.4 Environmental Management Programs	1				1
4.4.2 Training, Awareness and Competence	6		2	1	2
4.4.5 Document Control	2	1	4	1	2
4.4.6 Operational Control	2	3	1	2	
4.4.7 Emergency Preparedness and Response					1
4.5.2 Nonconformance and Corrective Action	1				
4.5.3 Records	2		1		
Totals	15	4	10	4	8

Has 14001 Altered PW's Day to Day Business?

ISO 14001 standards provide PW with a cycle of *plan, do, check, and correct/act*. Since implementing the EMS standards into PW, the organization has realized the following benefits:

- **Operational control** of work practices.
- **Calibration** of shop equipment.
- **Training** - compliance and competency training was identified based on job responsibilities; each division now tracks training.
- **Document Control** - easy access and most current version of official documents available on the PW Intranet.
- **Preventive/Corrective Action Program** - implemented through PCAR, an anonymous input point available on the PW Intranet and managed by ENRD.
- **Legal Requirements** - increased awareness and integration within the organization.
- **Accelerated Pollution Prevention (P2) Cost Savings**
- **Improved Quality and Efficiency**- Standardization, integration, and continual process improvement are formally implemented through the EMS.
- **Ownership/Empowerment**
 - Better job integration of EMS elements
 - Improved environmental compliance and stewardship
 - Increased morale
 - Increased innovation
- **Improved Public Image, aiding** interaction with regulators.
- **Improved Position in CA**- the government can require contractor to also be ISO 14001 certified.

Historical Highlights of PW

A look back over the past 20 years reveals recurrent organizational restructuring and defines PW's "business as usual" - a constantly changing challenge to provide superior infrastructure support to the Fort Lewis community.

Year	Organization Name	Divisions/Offices	Significant Issues
1982	Directorate of Facilities Engineers (DFE)	<ul style="list-style-type: none"> Administration Building & Grounds Engineering Plans and Services Engineering Resources Management Environmental Fire Prevention and Protection Ft. Lawton Support Hospital Support Housing Operations Supply & Storage Utilities 	<ul style="list-style-type: none"> 50% electrical rate hike CA study of grounds maintenance function Cost comparison of privatized utilities underway Significant increase in funding for Real Property Maintenance Activities Energy Section moved from Environmental to Utilities
1986	Directorate of Engineering and Housing (DEH)	Same as above	Environmental Impact Statement underway for YTC land acquisition.
1990	DEH	<ul style="list-style-type: none"> Environmental & Natural Resources (ENRD) Fire Prevention and Protection Health Care Support Housing Operations Office Operations & Maintenance Plans & Services Resources Management 	<ul style="list-style-type: none"> Uncertain funding and future mission of Fort Lewis (BRAC, downsizing 9ID, restationing 7ID, and Desert Shield) Fort Lewis and DEH make significant effort for Army Communities of Excellence (ACOE) competition—and Fort Lewis is declared the winner, earning \$1 million in the large installation category
1996	PW	<ul style="list-style-type: none"> Engineering Resources Engineering Services ENRD Fire Protection and Prevention Health Care Support Housing Operations & Maintenance Operations Office 	<ul style="list-style-type: none"> Year began very lean as OMA funds were trimmed by \$16 million, though \$9.8 were received at year-end Poised for reorganization following DRM and process action team assessments Studying privatization of utilities Major snow & ice storms in December had O&M crews working overtime removing debris
1997	PW	<ul style="list-style-type: none"> Engineering & Contract Mgt ENRD Fire Protection & Emergency Services (FPES) Housing Planning Production 	<ul style="list-style-type: none"> Major reorganization Funding shortages Water & wastewater recommended for privatization 31 PW employees took advantage of VERA/VSIP, including the longtime deputy director, and chiefs of the Estimating branch and EPSD Health Care function reassigned to Madigan
1998	PW	<ul style="list-style-type: none"> Engineering & Contract Mgt ENRD FPES Housing Maintenance & Repair Planning Support Utilities Work Management Center 	<ul style="list-style-type: none"> 1997 reorganization refined, "stood up" 3 Jan 99 Housing prepares for RCI WMC begins directing M&R work PW moves from building 4301 to building 2012

Building On Improvements—*Successes Since 1998*

Following the 1998 reorganization of PW, there have been numerous initiatives to further implement and improve upon those changes, as well as separate initiatives designed to make PW more competitive and effective for our customers. These improvements are a result of efforts by individuals and divisions seeking to make a difference. Notable PW accomplishments since 1998 include:

- **Successful team efforts** representing the blue and white-collar workforces by including representation of all affected workforce in a team effort, improves the team product and facilitates support of new actions in the workforce.
- **S.O. scheduling and appointment system** improves M&R customer service.
- **Tool & part attendants, buyers in shops**, an outcome of the SPIT effort which increases workforce efficiency with better inventory available for use and increased quality of parts purchases.
- **Customer Service Representatives**, an outcome of the TWIT which improves customer satisfaction.
- **New Contracting Tools**- COE in-house improves work flow and efficiency of project planning.
- **Communications**- Computers in shops and cell phones improving workforce efficiency.
- **Project Management, IJO Process**- A TWIT outcome which improves workflow and project planning.
- **Credit Card Management System**- An outcome of the SPIT, which increases visibility of budget expenditures and allows internal and external customers see status of purchases and projects.
- **Emergency Operations Center**- proving itself invaluable in 2001 when called to action in response to the February 28 earthquake and September 11 terrorist attacks.



Henry Leonard and Pamela Rodriguez provide the tool & part and supply function for the interior electrical shop.



At the organization-wide celebration held in honor of PW's certification, Kelly Rosacrans and Mike Roberts handed out commemorative mugs to all of PW. Shown above, the late George Pellhum receives his mug as Bill Pulley (ret.), Wayne Oliphant, and James Lee look on.

- **FPES Pursuit of Excellence:** DoD certifications, EMT, and mobile defibrillators improve the quality of Fort Lewis' emergency services.
- **Energy Management Awards.** PW has earned two awards since 1998 recognizing overall energy reduction projects, management training program and troop incentive program.
- **Web Development.** PW Intranet provides project info and work enhancement tools for PW.
- **Strategic Planning**—Development and implementation of the PW and ECMD Strategic Plans, both efforts to direct future changes towards a vision of excellence in performance and customer satisfaction.
- **ISO 14001 Certification.** This internationally recognized Environmental Management System (EMS) provides a framework for managing environmental requirements. In the process of obtaining ISO 14001 certification in September of 2000, PW shared a common goal of environmental stewardship and increased environmental awareness throughout the organization.

Privatization at Public Works

Family Housing, Utilities, and Commercial Activities Study

Family Housing

The Residential Communities Initiative (RCI) is the Army's implementation of the Defense Authorization bill, Public Law 104-106, put into place in 1996 under President Clinton. The provisions of the law, collectively known as the Military Housing Privatization Initiative, provide Military Services with alternative authorities for construction and improvement of military housing (family and unaccompanied personnel). Under RCI, the Army will provide the developer a long-term interest in both land and family housing assets. These developers will become the master developers for the installation community. The financial return for the developers will be the revenue stream generated from the military personnel's basic allowance for housing which will be paid as rent.



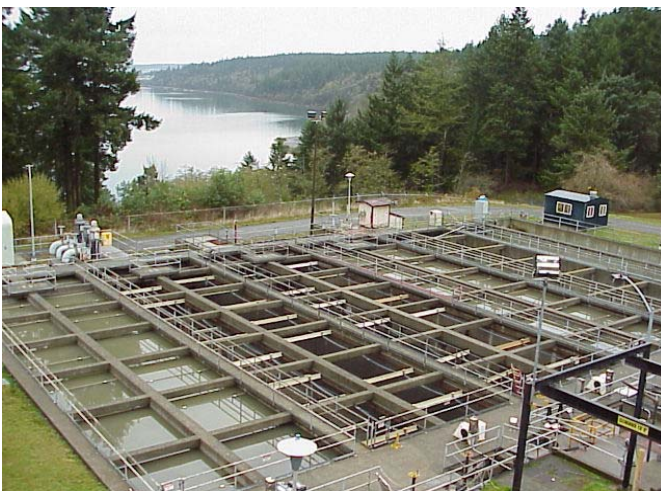
One of the single family housing unit designs in the CDMP for Fort Lewis.

Fort Lewis was one of four installations identified to begin privatization efforts in a pilot RCI program in 1998, along with Fort Carson (CO), Fort Hood (TX), and Fort Meade (MD). These projects represent almost 14 percent of all Army owned military family housing units located in the United States. These sites were chosen because of the diverse market conditions they reflect.

In August of 2000 a contract was awarded to EQR/Lincoln Fort Lewis Communities, LLC, to work jointly with Fort Lewis to develop a blueprint for the Army's residential community at Fort Lewis. This blueprint, called the Community Development and Management Plan (CDMP) was completed in May 2001 and submitted for approval to the DA, DoD, and Congress. By December 10th, 2001 the CDMP had received congressional approval, starting the transition phase for project turnover to EQR/Lincoln.

Following the transfer of family housing to the developer (planned to occur in the Spring of 2002), the PW Housing Division will become the Residential Community Office of PW. Five GIN personnel will be co-located in building 2150 (the Welcome Center) with EQR/Lincoln personnel, and eight will remain at building 4170.

A significant improvement the CDMP brings to Fort Lewis is a goal to reduce the average age of the non-historical family housing units. The CDMP will result in the average age for these family housing units at the end of the 50 year lease to be 22 years old. Today, the average family housing unit is 42 years old.



Solo Point wastewater treatment facility may be reassigned to ENRD after privatization.

Utilities Privatization

In 2001 the Utilities division of PW provided Fort Lewis with potable water, wastewater treatment, steam plant operation, exterior electric, and non-residential refuse removal. However with the privatization of its major elements, the Utilities division will most likely not exist as a division of PW by the end of 2002.

The Defense Reform Initiative Directive #49 issued by the DoD on December 23, 1998, calls for the privatization of all Army owned utility systems (electrical, natural gas, water, and wastewater utility systems) except where privatization is uneconomical or where unique security reasons require ownership by the Department. The Army is focused on privatizing or exempting 320 systems located in the United States by the end of FY02.

Utilities continued on page 17

Utilities continued,

A privatization study completed in 1997 on Fort Lewis' water, sewage collection and treatment system, and electrical systems recommended that Fort Lewis privatize its water and electrical systems. The study found that privatizing the sewage collection and treatment system would not be economical and is being reviewed under CA.

The solicitation for proposals for the electrical and water distribution systems was underway at the close of 2001. The contract for the exterior electrical system is expected to be awarded in May 2002, and for the water system in July 2002. Turnover of these systems is expected to occur two months after each contract has been awarded.

Fort Lewis refuse removal is being studied for privatization and may be contracted out in October 2002 if determined to be economically feasible. The remaining boiler plants and wastewater shop will be reassigned to other PW divisions. If refuse removal is not contracted out, it will be studied under CA with the wastewater shop, steam plants, and the rest of PW. Utility workers affected in the privatization will either go to work for the contractors or will be placed in other jobs here at Fort Lewis.

Commercial Activities

The 500-pound gorilla that has lumbered through PW since 1999 has been the Commercial Activities (CA) initiative. Fort Lewis was notified in September of 1999 that it would have four years to complete an A-76 (CA) study to identify all the products and services provided by PW, as well as the quantities of those products and services. Though new to Fort Lewis PW, the CA initiative has existed since 1966. In 1987 President Reagan furthered this initiative with EO 12615 directing all executive agencies to, among another things, study 3 percent of their civilian personnel spaces until all commercial activities have been studied.

The goals of the Army's CA Program are to implement the national policy defined in OMB Circular A-76 and to obtain the most cost effective commercial services through competition. This doesn't mean the goal is to "contract-out"; in fact almost half the CA cost competitions result in an in-house decision and the savings are almost as great for in-house decisions as they are for contract decisions. Where contractors are more cost-effective and win the competition against the government, the Army makes every effort to find its employees continued employment with the Federal Government or the contractor. The CA program succeeds in reducing costs of Army services because competition is a powerful motivator to accept changes that improve the efficiency of government operations. A March 1996 DOD report to Congress stated that savings from CA studies conducted in DOD have averaged 31 percent.

The Fort Lewis PW CA team completed a significant portion of the CA-required legwork in 2001 with the completion of the CA study in August and the Performance Work Statement (PWS) in November. The PWS contains the specific task, performance, and quality the Army expects from either the future in-house workforce or contractor. The Most Effective Organization (MEO), which involves staffing, organization, equipment, facilities, supplies, guidance, procedures, and cost data, will represent PW's bid for the PWS contract. The MEO is expected to be certified by the GC in February 2002 and sent on to Deputy Chief of Staff of Resource Management (DCSRM) for costing analysis, US Army Audit Agency for verification and auditing, and then onto Directorate of Contracting (DOC) as the submission for the request for proposal (RFP).

The solicitation period for the PWS will begin in April 2002, and an initial decision of either a contractor services provider or the MEO to be announced in March 2003. The announcement of the initial decision will start a 30-day appeals period, with a final decision expected in May 2003. After the final decision, arrangements will be made for either a RIF to implement the MEO or placement of the contractor. The Public Works MEO, which will represent PW's bid for the PWS contract, is expected to be completed and certified by the GC in February 2002. Regardless of whether the PWS is awarded to a private contractor or to the MEO, the resulting organization will be structured and staffed differently than the PW of today.

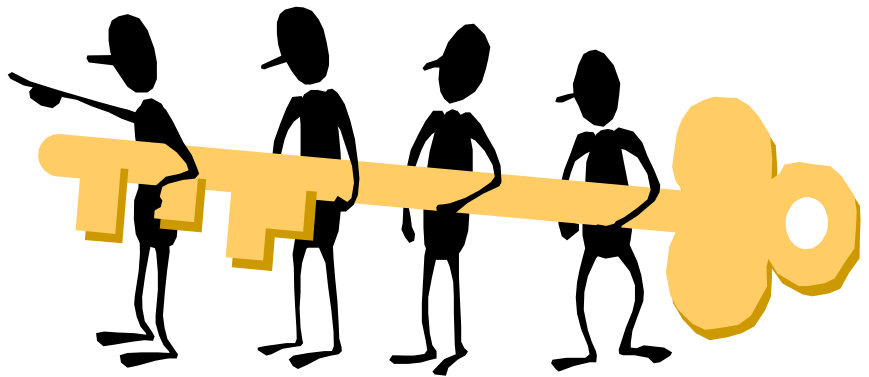
PW Commercial Activities (CA) Schedule

- ✓ **Study Announced: 7 September 1999**
- ✓ **Study Started: January 2000**
- ✓ **PWS Certified: 11 January 2002**
- ❑ **MEO Certification: 15 May 2002**
- ❑ **Solicitation Issued For Bids: 28 May 2002**
- ❑ **Initial Decision: 20 June 2003**
- ❑ **Final Decision: 18 September 2003**
- ❑ **MEO or Contract Starts: 26 January 2004**

Teams and Improvement Initiatives

Creating a Better Functioning Public Works

Teams composed of members representing a broad knowledge base and interest in a successful outcome are a means of creating a well-planned initiative within PW. Once an initiative has been developed, team members aid its integration into the organization through their support and knowledge. In 2001, PW teams like the TWIT, SPIT, and Strategic Planning were key to setting PW-wide improvement initiatives in motion, as was the ECMD team which focused on creating a strategic plan for their division. The HVAC team began their implementation phase near the end of 2001, and in 2002, PW should see the improvements this team created for HVAC systems.



Total Work Improvement

Public Works chartered the Total Work Improvement Team (TWIT) in 2000 to resolve limitations with the project delivery process originally established in the 1998 reorganization of work between M&R and the WMC. Key issues the TWIT set out to resolve were:

- Communication and teamwork between divisions
- Mechanisms for continual improvement
- Better customer service
- Become more competitive

The first focus for the TWIT was to create and implement an optimal Capital Improvement (CI) effort by improving the individual job orders (IJO) process. The resulting IJO changes increase communication between PW and the requesting customer, and between management and workers. The new IJO process was successfully implemented in July of 2000 and has successfully increased customer satisfaction.

TWIT continued, page 19

Supply Process Improvement

When the TWIT restructured the IJO process, the supply process was identified as a limiting factor to the new IJO process. The Supply Process Improvement Team (SPIT) was formed in 2000 to remedy the supply system's shortfalls by increasing its effectiveness, efficiency, flexibility and usability for all its customers, both internal and external. In the spring of 2001 the SPIT, composed of nine members representing WMC, M&R, Utilities, ENRD, and Support, began its execution of the following seven major initiatives:

1. Supply nomenclature
2. Deployed storerooms
3. Workforce empowerment
4. Supply system automation
5. Staffing/training
6. Redesigning central supply
7. Hazardous materials integration into PW Supply

The most noticeable SPIT enterprise thus far has been in assigning deployed storerooms and tool and parts attendants to all the major M&R shops and the Utilities Division. The SPIT also made significant progress on streamlining the supply ordering process. The team is currently working on developing new work processes for supplying capital improvement projects and issuing stock in Central Supply.

TWIT, continued from page 18

Employees and customers of M&R alike benefited from the efforts of the TWIT in 2001, which focused on improving the SO process and the QA/QC aspect to the SO process, and communication tools to improve the work process. As a result of these changes, more complete POC information on the SO is maintained through Maximo, as well as a scheduling system for SO appointments. Issuing Nextel units to M&R workers quickly improved communication, and today QA/QC issues are handled through a dedicated QA/QC person.

HVAC Team

Heating, ventilation and air conditioning (HVAC) systems include boiler plants, stand alone boilers and furnaces, A/C equipment, hot water, and steam distribution systems. The Fort Lewis HVAC program was identified by PW leadership as a field that could greatly benefit from a systematic approach to preventative maintenance, warranty work, and equipment replacement. The HVAC Team, composed of 13 PW employees, began their initial work in August of 2001 and at completion of their first phase, have developed their mission, work plan, operating norms and success factors, educated each other on HVAC issues, problems, and processes, and developed taskforces. The HVAC Team, like all the teams, benefits greatly from workforce input to assure that all pertinent issues and solutions are explored, so watch for their newsletters as they proceed in 2002.



Team efforts like the HVAC Team (shown above) bring together various perspectives on the issues. Around the table from left foreground are John Timmers, Steve Glover, Carl Thompson, Larry Young, Bernadette Rose, Dale Brigham, Juan Marin, and Charles Howell.

Maximo

In the spring of 1999 Public Works began implementing the Maximo system, a Computerized Maintenance Management System. Public Works' management system prior to Maximo, Installation Facilities System Management (IFSM), was insufficient to accommodate the Directorate's need to further automate the management of work orders, service orders, supplies and scheduling processes. The Maximo system was chosen largely for its ability to serve as one data system for the organization's day to day operations and for its ability to be readily customized. IFSM will continue to serve as the main FORSCOM reporting system, and for the interface with STANFINS (the installation's main accounting system).



The Purchasing and Supply Inventory Class (above) was one of several Maximo training classes conducted in 2001 at PW.

The primary objectives for Maximo in 2001 were to aid in extending the life of real property and equipment through more systematic and timely preventative maintenance, to provide a central service order desk, and to begin purchasing supplies in the coordinated system.

In 2001, the input process continued in an effort to broaden Maximo's capability to track work and equipment, provide output, training and synchronization with IFS. The data input process involved more than 10,000 pieces of equipment, such as emergency generators, air handling units, traffic and airfield lights, compressors, kitchen equipment, and wastewater and boiler plant equipment. Geographic Information System (GIS) data has also been linked to Maximo, providing maps of blocks, ground plots, roads and utility systems. IFS facility numbers were also mapped to GIS and Maximo locations.

Maximo Fast Facts

As a result of efforts in 2001, Maximo capabilities now include:

- ✓ **Tracking UST and AST inspections and issuing follow on work orders.**
- ✓ **Tracking White Collar work hours with Task Tracker. Current release enables project hours to be tracked.**
- ✓ **Taking Service Orders**
- ✓ **Generating Mechanical, Structural, Wastewater Plant and Electrical PMs, and tracked as required cycles in Maximo**
- ✓ **Managing small credit card purchases**
- ✓ **Viewing IJOs, SO's and Task Tracker logging**

Public Works *Fast Facts*

OUR CUSTOMERS

Warfighting elements who use the fort as a training and/or power projection platform, such as TOE Units, Reserve Units, National Guard, individual soldiers and deployable civilians.

Tenants, which include Support Tenants (DENTAC, MEDCOM, etc.), Installation Tenants (AAFES, Commissary, Banks & Credit Unions) and Resident Tenants (ROTC, DRMO, Marine Reserves).

Service members, families, civilians and installation guests who live, work or use services on the installation.

20,484 military personnel and **4,520** civilian personnel work at Fort Lewis.

OUR ENVIRONMENT

Fort Lewis Land Base-

Acres	86,176
• Community area	8,813
• Training area	77,363

- **6** federally listed and candidate species occur on Fort Lewis
- **1700** acres of high quality grasslands on Fort Lewis represent some of the last remaining prairies in western Washington
- **1750** acres on the installation possess Ponderosa pine, of which about 500 acres are dominated by pine—the most extensive natural population of Ponderosa pine west of the Cascade range.



Prairies like the one shown above compose 19,671 acres of Fort Lewis' 77,363 acres of training area. 53,521 acres of forest and 4,171 acres of wetlands compose the remaining portions of the Fort Lewis training areas.

Photo courtesy of ENRD.

OUR FACILITIES

- **4559** Buildings on Fort Lewis (including family housing)
- **3637** Family Housing *Units*
- Barracks Capacity for **16,094** persons
- **320** Miles of Fencing
- **1300** Miles of Roads
- **24** Miles of Railroads
- **1** Water Treatment Plant
- **1** Wastewater Treatment Plant
- **12** Drinking Wells
- **6** Boiler Plants
- **175** miles of sanitary sewer line
- **7,000** traffic signs
- **14** bridges/large culverts
- **240** miles of water lines
- **450** miles of overhead power lines
- **180** miles of underground power
- **22,000,000** square feet of facilities

OUR EMPLOYEES

PW Civilian Workforce Profile*

Average Age in PW by Pay Plan:

GS—46

WG—50

WL—51

WS—50

12% are women

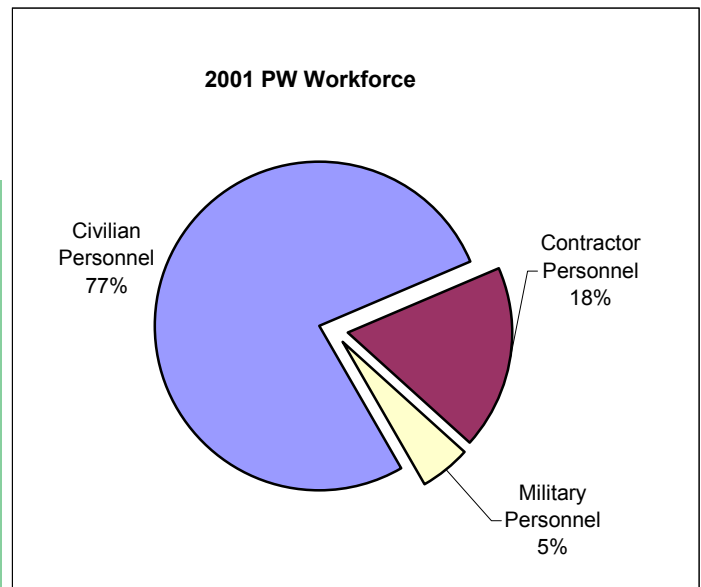
2% are American Indian or Alaskan Native

6% are Asian or Pacific Islander

6% are Black

4% are Hispanic

82% are White



Composition of PW's 521 person workforce in 2001.

PW Professional Profile**

Professional Trade Certificates: 136

Two year college degrees within the workforce: 37

Four year college degrees: 48

Advanced degrees: 12

According to PW records, 19 years is the average term in government service among the PW *civilian* workforce (in 2001), 11 of those years were gained at PW Fort Lewis.

* Gender and RNO data for PW civilian workforce per CPAC.

**This is a tally of responses made to survey conducted of PW in 2/02. Approximately 60% of the PW workforce (civilian and contractor) responded to survey.

Public Works Divisions- *At A Glance*

Engineering and Contract Management Division (ECMD)

Engineering and Contract Management Division handles about 60% of the contracts originated by PW, the remaining contracts are administered by individual divisions or sections. The primary focus of the ECMD is management of projects and services accomplished through acquisition contracts. Involvement with contracts can range from cradle-to-grave of the scoping, design, acquisition/procurement, contract management, and finally turnover and warranty management, to providing intermediate levels of support to contracts managed by other PW divisions. ECMD also handles the procurement of utilities and then the resale of the utilities to installation tenants and family housing.

Environmental and Natural Resources Division (ENRD)

As the most regulatory directed division within PW, the Environmental and Natural Resources Division's first requirement is ensuring that Fort Lewis meets or exceeds all federal, state and local environmental laws and regulations. Continued operation of Fort Lewis' varied activities depends on compliance, as state and federal Notice of Violations (NOVs) can halt an operation and/or result in significant fines. The Environmental Division's second function is managing Fort Lewis' 86,176 acres for sustained resource support of troop training and the readiness mission.

The ENRD program encompasses fish and wildlife, forestry, pollution prevention (P2), National Environmental Policy Act (NEPA) compliance, cultural resources, hazardous waste and materials management, and the Defense Environmental Restoration Program (DERP). These areas address a broad array of state and federal regulatory compliance and management issues.



Mary Kellogg of the RCI office conferring with Dale Sadler of ENRD to assure cultural resource issues are considered in the transfer of family housing management.

Fort Lewis Fire and Emergency Services (FPES)

The Fort Lewis Fire and Emergency Services operates daily under the premise: "The less you do something, the more you need to practice", and their scheduled training regimen prepares them for any scenario, whether it involves the "routine" or the unique, such as confined spaces, river rescue, or aircraft rescue. The 40 firefighters that support the four fire departments on post respond to about 3000 emergencies annually, both on post and on the I-5 corridor between the Logistics Center and the Nisqually Flats.

Maintenance and Repair Division (M&R)

The Maintenance and Repair Division is responsible for maintenance and repairs on all non-housing Fort Lewis structures, totaling nearly 3000 structures, and more than 1300 miles of paved and unpaved roads on the installation. M&R is composed of four trade teams (Structural, Interior Electric, Roads & Grounds, and Mechanical) and a Capital Improvement (CI) team assembled from the four trades on an as-needed basis depending on the job. Work is prioritized by WMC and issued to M&R through three lines of work, Service Orders (SO), Preventative Maintenance (PM), and Individual Job Order (IJO) work.

Service Orders Completed Through M&R During FYO1.			
	SO Received	SO Completed	% Completed
Priority 1	744	664	89
Priority 2	12,566	11,689	93
Priority 3	9,288	8,275	90
Priority 4	1,407	968	69
Priority 5	1,184	1,146	97
Total	25,189	22,734	90

Planning Division

The PW Planning Division works with military units and supporting civilian activities on Fort Lewis to accommodate training and operational requirements. This is accomplished with the consideration of options within the Fort Lewis Master Plan, facility requirements, safety and security, access, surrounding land uses, and presence of supporting infrastructure.

Support Division

The Support Division provides PW its infrastructure of security, information management, real estate management and accountability, industrial engineering, human resource management and administration, and financial management assistance.

Financial Management Works to assist the PW Director in developing budget strategies and serves as the liaison between PW and DSCRM to ensure that essential data is passed between the two agencies in a timely manner. The PW financial manager, Doug Zuchowski, also oversees the development of PW's input to the installation Program Budget Advisory Council (PBAC) process.

"Who does the Budget Office belong to?"

Budget, located in the basement of building 2012, is actually a DSCRM/DRM function, providing budget services to PW as their customers.

A little known PW fact is the need for reporting square footage changes to the Real Property section for IFS updates.

Unreported square footage changes result in misrepresented allocations for facilities maintenance funding.

Human Resource Management Provides personnel support for PW, acting as the liaison between division chiefs and the Civilian Personnel Advisory Center (CPAC).

Real Property The bulk of RP's responsibilities lie in obtaining and managing current square footage information for the Integrated Facilities System (IFS), and coordinating and managing the more than 400 outgrants with non-Army organizations for use of Army lands and facilities, and off-post land and facility requirements for Army Training. Accurate square footage information is critical as it impacts the allocation of funds to Fort Lewis for facilities maintenance.

Information Management Involves the management and security of PW's technology and communications. The PW Support staff provides as much technology and support as the "customer" (PW employees) requests while still working within PW's technology budget and goals.

Utilities Division

Utilities Division provides continuous utilities support to the Fort Lewis community. This includes uninterrupted power, potable water, wastewater treatment and disposal, steam and gas heating capabilities, and refuse collection and disposal. Utilities operates the transfer station, water and wastewater treatment plants, boiler plants and refuse facilities for regulatory compliance and competitive pricing for its customers.

Work Management Center (WMC)

The PW Work Management Center directs the accomplishment of work through validation, prioritization, authorization, scheduling, and supply. The WMC provides project and annual work plan execution to PW internal and external customers, as well as manages the workload for preventive maintenance, service orders and work orders for the in-house workforce. They also manage the workload, through the annual work plan, of the contracted discretionary and recurring contracts. The WMC provides maintenance and repair project and program management for in-house and contract execution. Programs managed by the WMC include Troop Construction, Barracks Enhancement, Transformation, and Reimbursable Customers. The WMC provides quality assurance management services for the Public Works organization.

The WMC operates the PW supply function for in-house maintenance and repair execution, troop construction and Garrison support. Finally, the WMC applies the commander's budget guidance to the installation requirements program in the development of annual work plans.

Public Works 2001: A Review of Milestone Projects, Changes, Events and Innovation

Each Division in PW fills a vital role in the organization's function. In addition to meeting the day to day requirements, significant enhancements were made in 2001 throughout PW to improve our customer service capabilities. These enhancements range from improving our technical capabilities to filling new roles demanded by regional and national events.

PW Persistence Benefits Customers

ECMD realized a milestone accomplishment in customer service, with the placement of design standards and construction specifications on the PW Intranet and a non-secure COE website. These standards are now accessible to in-house personnel, troops, and contractors for their project planning. Further enhancements are planned for this area as ECMD is working to include an expert POC resource for each design standard element.



PW increased and improved its customer service capabilities in 2001.

Customer service we can all be thankful for is that which the FPES provides the installation. Over the past few years this crew of diligent individuals has actively sought to improve their qualifications and abilities to better serve the Fort Lewis population. Since an intensive training program began in early 2000, every Fort Lewis firefighter has obtained their EMT certification, and 97% of the fire fighters have obtained certifications well beyond their current job requirements. Examples of these certifications include:

- Drivers in Aircraft Rescue
- Driver-Operator of Pumper trucks
- Driver-Operator of Aerial Vehicle
- Fire Officer I, II (&III)
- Instructor I, II & III
- Six firefighters are Fire Officer III trained

Training was provided locally by the University of Maryland Fire and Rescue Institute, which travels nationwide providing training for fire departments. PWs' \$150K investment into this "Train the Trainers" program provides the fire department Training Officers with the expertise to provide ongoing training to the firefighter crews. Monthly training schedules are prepared by station Training Officers, who perform training that relies on their own certifications in Hazardous Materials Incident Command, Technical Rope Rescue, Tree Rescue (plucking errant parachutists from trees in training areas), Confined Space Rescue, Swift Water Rescue and Structural Collapse. Training in any one of these areas occurs on a nearly daily basis. Ongoing training also prepares the firefighters for DoD promotions, as the DoD requires their firefighters to be certified in an area prior to obtaining a promotion.

Defibrillators Standard Equipment

Now a common piece of equipment in aid cars and ambulances, defibrillators were added to the trauma equipment found on each Fort Lewis' four fire engines in 1997. This device delivers a measured electrical shock to arrest ventricular fibrillation commonly associated with heart attacks or scarring of the heart muscle from a previous heart attack. Ventricular fibrillation is life threatening.

A defibrillator can be used on patients eight years of age or above 55 pounds. The Fort Lewis FPES crews have used their defibrillators many times, and according to Bradley Shanrock, Emergency Medical Services Coordinator with FPES, the use of this piece of equipment is attributed to the survival of at least six people treated for cardiac arrest.

Providing Value to Our Customers

The value PW offers to our military customers and to the taxpayer must be proven daily, as well as in the CA process. In 2001, PW provided customer service that exceeded the value offered by contractors on a milestone Capital Improvement (CI) project run by the WMC. In October of 2001, M&R's CI team and WMC completed a major latrine renovation of building 3417, an occupied barracks and home for the soldiers of the 25th Forward Support Battalion, A & B Companies. This project was the first major CI team effort and was a success all the way around for the WMC and CI Team, who completed the job a month ahead of schedule and at least \$100,000 under the leading contractor's bid.



The CI team assembled for latrine renovations at building 3417 utilized crews from six M&R shops. This project redesigned and modernized the dated and dilapidated latrine facilities from floor to ceiling. Shown above are Bob Predmore (on left) and Dave Fuller.

The 3417 latrine project began in March of 2001 and involved the demolition of the five gang latrine and 17 individual Senior NCO latrines, replacing the 1950-1970 era design with modern design, fixtures and capabilities. The completed project provides the soldiers with Corian countertops, floor-to-ceiling tiled latrines, and new paint, lighting and flooring in the latrines and hallways, increased laundry capabilities, and vanities with drop-in sinks in the Senior NCO latrines.

Planning and implementing the project tested new cradle-to-grave IJO procedures developed by the Total Work Improvement Team (TWIT). In this highly involved CI project, crews were pulled into the CI team from the plumbing and pipe fitting shops, interior electrical shop, and the carpenter, paint and metal shops. The WMC project management team of Dave Joseph, George Gonzales, and Mike Lockey designed, specified, and estimated this renovation project and worked with the CI team to exchange ideas on labor and material options. An After Action Review (AAR) with the PM team and the CI team revisited the project to look at what worked and what didn't. This exchange resulted in a number of changes that were implemented in the subsequent latrine renovation conducted in building 3164. One example of changes made to the project was the placement of a construction trailer at the 3164 job site to reduce daily travel time from the shops to the job site.

Approaching Compliance With Innovation

Innovative approaches have always been tested in PW, and in 2001 new approaches were used to proactively meet regulatory requirements and realize significant financial savings. The ENRD Installation Restoration Program engineered a plan that reduced the environmental management of Landfill #2, Fort Lewis' only Superfund site, by decades *and* millions of dollars. In a landmark program change, current program management decided instead of continuing with a plan that would take years to clean and hike up costs, the area was dug up and the drums and soil were hauled off as hazardous waste.

Landfill #5, Fort Lewis's currently operating landfill, was previously grouped into different cells with two contractors monitoring and sampling each cell (or unit) according to regulation. However due to regulatory changes which were capitalized upon by ENRD, the cells are now grouped together and the landfill is treated as a single unit. In-house personnel now perform monitoring and sampling of the landfill, resulting in projected cost savings of \$2 million.

PW Emergency Operations Center Activated

Events in 2001 brought further change in the level of service PW provides the installation with our role in emergency operations. Within an hour of the February 28 earthquake, employees from throughout PW were dispatched by the WMC-based Emergency Operation Center (EOC) to assess buildings for damage, secure obvious areas of damage, and mitigate areas from further damage. The Cultural Resources program from ENRD also acted immediately in getting approval from the State Historic Preservation office to rebuild the historic buildings damaged in the quake.

The WMC had the opportunity to practice emergency operations with a major Weapon of Mass Destruction (WMD) exercise conducted on post in the spring of 2001. However on September 11, the PW EOC was called to action again, this time restricting access to the installation became the most urgent issue PW had to address. Responding with the PW EOC in the hours following the terrorist attacks, the entire M&R division worked in assembly line fashion to help Roads and Grounds meet the requirement for additional road barriers, an effort that resulted in the construction of over 300 sawhorse-type barriers. The Roads and Grounds crew continued in the months following September 11 keeping access points secure with the placement and movement of various types of barriers. It is clear that WMC and PW are in the Emergency Management business for the long haul and will continue to improve our readiness through training and exercises.



Although no injuries occurred on Fort Lewis as a result of the February 28, 2001 earthquake, costs of damages to structures on the installation rose to more that \$4 million.

PW Supports the Transformation of the Initial Brigade Combat Teams (IBCT)

Two brigades on Fort Lewis are being transformed as Initial Brigade Combat Teams (IBCT's), an interim design that changes the doctrine, organization, equipment, training and leader development of the 3rd Brigade, 2nd ID, and the 1st Brigade, 25th ID. These two brigades, one heavy and one light, are transforming into two medium brigades. As IBCTs, they will serve to rapidly identify further necessary changes required for the next phase of transformation.

Facilitating the transformation and it's requirement for new facilities has been a major effort for several PW divisions. The IBCT has resulted in four times the typical number of MCA projects the Planning Division handles, totaling approximately \$350 million worth of projects through 2006. Projects currently planned for the IBCT by the Planning Division include demolition of WWII facilities within the footprint of the project, and construction of new facilities such as barracks, admin, motor pools and the Combined Arms Collective Training Facility (CACTF).

Potential impacts to the environment resulting from the transformation must be identified per National Environmental Policy Act (NEPA) requirements. The NEPA team of ENRD prepared an Environmental Assessment for the IBCTs and worked with the Planning division on the design of the new IBCT facilities. As 2001 wrapped up, the NEPA team was exploring innovative alternatives to fulfill NEPA requirements that will address environmental impacts and sustainability issues associated with future transformation of the Army planned over the next 30 years.

The map on the facing page depicts the MCA projects and dates developed through the Planning Division to accommodate the new requirements of the IBCTs.

Team Efforts Yield PW Function Enhancements

Public Works benefited in 2001 from team efforts which, in some cases, were years in the making. The groundwork was also laid for future improvements our customers and the community will benefit from. Team efforts like the SPIT, TWIT, and Maximo resulted in entirely new avenues of service for our customers. The changes these initiatives created within PW cannot be overlooked; here are some examples of their outcomes in PW operations:



Computer kiosks like the one Jim Scott of the Structural Shop is shown using, are now available in shops, allowing trade personnel to review the latest trade information and Army Design Standards.

- **SPIT** and **TWIT** efforts aimed at better managing and accomplishing M&R work created *improvements to the SO and IJO processes, placed Tool and Part attendants in each shop*, and enabled M&R workers to become equipped with *Nextel units*. These changes improve customer service, work management, project communication, and workforce efficiency.

- Another TWIT improvement to the M&R organization resulted in the placement of *computer kiosks in the shops*, enabling workers to perform Internet and Intranet inquiries into the Army system of regulatory requirements and design standards. M&R was also provided their own *administrative person*.

- **Maximo** is a organization-wide initiative implemented by personnel from the Support Division. This facilities asset management system was installed into PW maintenance operations to track

scheduled preventative equipment and facility maintenance. Implementing MAXIMO has been a huge undertaking in terms of the sheer number of items to be input – essentially every piece of equipment related to the installation's infrastructure. In 2001 WMC began depending upon Maximo for the issuance, tracking, and documentation of preventive maintenance and Service Orders. Maximo is a vast improvement over its predecessor (IFSM) in that it allows the WMC to better schedule, track and program work, and supports the quality assurance program.

- **PW Intranet** came online in August 2001, enabling PW employees access to design standards, floor plans, GIS maps, link to Maximo, IFS, and human resource information. The Support staff created much of the databases as well as their capabilities. Efforts continue per DOIM to increase availability to our customers and partners.
- **ECMD** followed the PW lead in 2001 and developed a *division-level strategic plan* for their operations. Adopting the PW Vision, ECMD as a team defined their mission and agreed on guiding principles as to how they will work with their customers, partners, and one another to support the PW and ECMD mission.

A major focus of the ECMD strategic plan is the establishment of operational ethics to include matrix efforts on project management. An example of a matrix effort and an outcome of ECMD's strategic plan is the use of core team members in a cradle-to-grave approach to project management. Teams composed of core members should eliminate fragmented knowledge that results from the buddy and handoff system.

Public Works Creates Value in Region

Programs Target Sustainability, Stewardship and Management Excellence

Creating good relations with the community is one factor to creating long-term value as an organization. PW participated in a number of publicly visible initiatives in 2001 aimed at demonstrating our ability to work proactively with the community and provide quality resource management.

Maintaining ISO 14001 third party certification improves our relations with outside government regulators. Additionally, with future plans of moving the ISO 14001 certification effort on to other Fort Lewis directorates, PW can offer credible guidance from experience. In FY02 and beyond, the DOL will undergo ISO 14001 certification, followed by DCA, DPTM, DOIM and the other garrison elements.

Fort Lewis gains from proactively managed resources. Our Forest Management Program has been working in cooperation with the Forest Stewardship Council to meet standards ranging from social factors to sustainability. When these standards have been met Fort Lewis' lumber products may enter the market as "certified wood", recognized in the market as an honor for exemplary environmentally sound management.

A significant effort organized by Mr. Ian Larson of ENRD is the Installation Sustainability Program (ISP), an initiative based on a 25-year plan focused on ensuring that Fort Lewis can accomplish its military mission and sustain shared environmental resources without limiting the ability of local communities to have a productive future. The ENRD conducted initial planning and obtained the CG and GC's approval to implement this program, which will proceed with the involvement of state and federal regulators, the command group, and local community leaders. From this effort, the PW workforce can expect a new focus to be placed on sustainability in the management of resources.

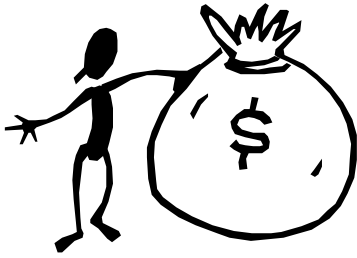


Fort Lewis Energy Program Focuses on Reducing Energy Consumption

The energy crisis of 2001 created a 50% increase in Fort Lewis' energy bill, as it went from \$13 million in FY00 to \$19.9 million in FY01, despite a 1 ½% decrease in consumption. The enormous jump in cost was a result of a 74% rate increase for electricity, and a 100% rate increase for natural gas.

The Energy Management Program is operated within the Planning Division and is tasked with achieving energy reductions set by FORSCOM. The FORSCOM reduction program is driven by the Federal goal of a 35% reduction in consumption by 2010. For FY01, FORSCOM issued Fort Lewis an energy reduction goal of 3% or 68,000MBTUS based on FY00 consumption. The actual energy reduction Fort Lewis accomplished was 1.5%, or 35,107MBTUS.

Good Ideas Offer Big Pay Offs



Four cash awards were issued to PW employees in 2001 as a result of the Toad in the Road program. Each of the awards resulted from workers identifying more efficient ways of accomplishing a job. Cash awards are determined based on a percentage of estimated

first year savings of the suggestion.

Don Hite of the M&R's Sign Shop received two cash awards, one for identifying a sign substrate material that requires less time to prepare than the material previously being used, and another award for identifying a less expensive type of vinyl letters to be used on signs. The combined first year savings anticipated from these two suggestions was estimated to be \$38,296.

Samuel Schaeffer of the Refuse Section of the Utilities Division award resulted from a suggestion that a cardboard crusher be made available for use at DOL building 9630. This would make the large quantity of refuse cardboard generated there and previously disposed with trash, available for recycling. The suggested portable compactor crushes the cardboard, packs it and can be transported directly to the recycle center, bypassing the sorting process. The first year net savings of this suggestion was estimated to be \$9,700.

Billy Calvert of ECMD recommended the construction of a chemical latrine dump site at the Fort Lewis Sewage Treatment Plant to reduce the overall expense of contracting for transport and disposal at an off installation facility. The net 1st year savings resulting from his suggestion were estimated to be \$35,897.

Persistence Pays Off Too

A Notice of Violation (NOV) can halt operations, be very costly to the environment, public relations, and of course financially.

In 1999 the Fort Lewis underground storage tank (UST) program received 21 NOVs, totaling \$469,000 in fines. However further investigation and persistence by ENRD staff resulted in half the counts determined to be wrong. The other half were minor administrative deficiencies that were 100% corrected within 90 days of the outbriefing, resulting in the EPA reducing the fine to \$60,000.

Tenacity and judicious adherence to UST regulations Fort Lewis exhibited in this process led the Department of Ecology to use Fort Lewis' restructured, now-in-full compliance UST program as the standard of UST compliance for Region 10 program managers.

Using the HMCC Will Help Your Next Compliance Inspection



Karol Ziemer, Lois Leiding and Ray Alonzo (l-r) are part of the HMCC team at building 9669 ready to help!

Out and about? Stop by building 9669 at the Logistics Center and check out the Hazardous Material Control Center (HMCC) operated jointly by PW and DOL. This dedicated staff oversees the supply of hazardous materials available through the HMCC. They assure that units and activities receive the *correct quantities* of materials in accordance with their Authorized Use List (AUL) in order to track and report the hazardous material used on the installation. Also at the HMCC, usable hazardous material can be turned in for reuse or resale. Your participation is encouraged to further ensure compliance on your next inspection. Please call 967-5509 if you have any other questions.

Public Works Reaches Out: *Making a Difference On and Off Post in 2001*

Public Works Paints

As a community outreach project this year, Public Works got involved in the Paint Tacoma Beautiful Project. Joe Barnes and Mel Latham attended an orientation and training meeting to learn what it's all about and help set up PW's work plan.

Paint Tacoma Pierce Beautiful began in 1985, and in 16 years volunteers have painted 1,064 homes! In 1985, a handful of "church friends" got together to paint less than half a dozen homes belonging to several retired persons living on a limited income. The numbers have grown over the years to where the project took on 126 homes in Y2K.

Paint Tacoma Beautiful is not a government program. Paint Tacoma Beautiful is a program of Associated Ministries, the local association of churches. All the painting is done by volunteers, most of who have full-time jobs and do this on their weekends or after work.

Our Public Works project home was located at 8612 South Thompson, Tacoma. The home is a single story rambler owned by Mrs. Mary Schaefer. Mary is 85 years young and has lived there for 61 years!

Mel took the opportunity to visit with Mary several weeks before the project while selecting her paint colors and looking over what sort of prep work would be necessary. When Mary first moved there in the early 40's, it was "out in the country". There have been a few changes since then. She has a beautiful back yard with lots of trees and meadow space. She likes to relax out there and she's far enough from I-5 that if she closes her eyes she can imagine that the traffic sound is the ocean surf.

Mary is a retired nurse from Tacoma General. Her hobbies include oil painting and woodcarving. While visiting with her for some of the Paint Tacoma technical stuff, I asked about her collection of carvings. She replied with a smile that she had carved them all and proceeded to give me a tour of her work. I was quite impressed with what she has done, and continues to do. Some of her work has been on display at the Puyallup Fair.

About 20 PW employees representing every Division painted the house over several weekends in late July and early August. In typical PW flare, this was a bit more than just a "paint party" as Colonel Conte and Mr. Hanna asked Mel to "bring along the BBQ". So the crew had fun, good food, and one happy homeowner when the project wrapped up.

Public Works Paints article contributed by Mr. Mel Latham



Billy Calvert and Connie Lee doing some prep work on Mary's house.

Public Works Makes Blood Donations

Throughout PW, a handful of employees make a regular habit of donating blood. In 2001 at least 18 PW civil service employees donated blood in 2001. With a donation site at Madigan Hospital and administrative leave allowed to civilian employees, donating blood is relatively "pain free". Anyone interested in being a blood donor can schedule an appointment at the Armed Services Blood Bank Center at Madigan, however O- donors do not need an appointment. Call (253) 968-1903 to find out more or to schedule an appointment.

Fire Department Sponsors Breakfast

What do you get from 150 pounds of pancake mix, 120 pounds of ham, 180 dozen eggs, 144 cans of juice concentrate, eight gallons of syrup and 842 hungry customers? Another successful Fireman's Breakfast sponsored by the FPES, coinciding with Fire Prevention Awareness Week.

Each October the FPES hosts the breakfast and conducts fire prevention demonstrations for the community. Proceeds from the breakfast benefit the Army Community Services's Food Basket Program. In 2001, \$4,123.85 was raised for this cause which serves soldiers and their families in times of need. If you attended the Fireman's Breakfast, your cook could have been the CG, GC or one of many familiar faces from PW who volunteer to make this event a success each year.



The breakfast provides an opportunity for FPES to conduct fire safety demonstrations.

Photo courtesy of NW Guardian

Helping Local Families: Public Works Christmas Effort

For more than ten years PW has helped families in the area have a better Christmas. Thanks to the coordinating efforts of Walt Anderson and Jack Buck, PW has been able to connect with at least one family in need, and in some years, PW's generosity has surpassed the needs of one family and has extended to several families.

Walt recalls this effort starting "about ten years ago" in the electrical shops, but when the rest of PW heard about it, they wanted to be a part as well. With a connection with the Bethel School District ECAP and Headstart Program through their wives, Marilyn Anderson and Pat Buck, Walt and Jack provide PW the ages of the children and a bit about the family's situation.



In past years PW has collected as much as \$1400 and were able to seek out more families to adopt. The last few months of 2001 were uncertain months for us all, however the line crew in the Exterior Electric shop struggled especially when putting together the 2001 Christmas Family effort, as they were still mourning the loss of Jack Buck's wife, Pat, in October. She will be missed very much.

Despite the rough start to the 2001 holiday season, PW stuck with filling the needs of our adopted family of six – mom, dad and three boys and one girl, ranging in age from six months to seven years. Money and gifts were collected through mid-December, raising \$450 for gift certificates to Fred Meyer and Safeway, and as Walt puts it "a whole truck load of food items" for a family of six.

Volunteering Benefits More Than Just Cause

Our free time is a precious commodity, primarily because it can be spent doing what we feel is important. In a recent discussion with Tony Palagruti of M&R revealed that a surprisingly large sector of the workforce invests portions of their free time in community or international needs. Tony himself actively participates on boards for the Eastside Boys & Girls Club and Clover Park's Juvenile Diversion Program, as well as staying on top of local and county political issues.

Most PW personnel who volunteer do so to fill a need within their local community, while others are touched by needs elsewhere in the world. One of the M&R fellows lent a trade skill to improve conditions in the Dominican Republic, while another is working for the opportunity to deliver wheelchairs to those in need in Romania.

Research has determined that volunteering boosts self-esteem, energy, and gives people a sense of mastery over their lives. This carries over to time spent working at PW, as overall health and well being affect work preparedness and quality. Take the time to get to know your co-workers, as most don't want recognition for their efforts but are nonetheless passionate about their causes.

Some of the local causes championed in 2001 by PW personnel:

- ◆ Volunteer firefighting
- ◆ Boy Scout and Girl Scouts
- ◆ Volunteering in local classrooms and/or involvement in PTAs
- ◆ Providing repairs to homes of the elderly and low income
- ◆ Youth sports coaching and umpiring
- ◆ Organizing sports leagues
- ◆ Outreach efforts performed through VFW and Elks lodges
- ◆ Fundraising for training Seeing Eye and guide dogs
- ◆ Donating Blood
- ◆ Fundraising for charitable organizations

Full-Time Fire Extinguisher Repairman, Part-Time Wheelchair Mechanic

Most wouldn't consider a wheelchair to be a luxury item, however the World Health Organization estimates a worldwide need of 18 million wheelchairs. Since 1995, **Gary Zieseemer** (Fire Extinguisher Repair, FPES) has worked to fill this need through a program called *Wheels for the World*, a not-for-profit disability outreach ministry. As a Chair Corp Area Representative for the *Wheels* program, Gary collects locally donated wheelchairs and arranges for them to be restored before they are delivered overseas.

In addition to serving as a Chair Corp Rep, Gary is currently fundraising for his first *Wheels* mission. Gary will serve as a mechanic for a mission delivering wheelchairs to Romania, scheduled for 29 July – 12 August 2002. Each year the *Wheels* program assembles short-term mission teams of between 10-15 people who offer their skills as mechanics, physical and occupational therapists, and evangelists, to deliver wheelchairs overseas and fit them to their new users. Gary's team will be one of 13 *Wheels* missions in 2002. To date, *Wheels for the World* has delivered over 13,000 wheelchairs to over 41 developing countries.



Gary hopes to put his mechanical skills used in his 19+ years in extinguisher repair to work in Romania this summer.

Acronyms Used In This Report

AAFES: Army, Air Force Exchange Service	IJO: Individual Job Order
AFH: Army Family Housing	ISO: Not an acronym, but a standards organization (see page 10)
AFP: Annual Funding Program	ISP: Installation Sustainability Plan
CA: Commercial Activities	M&R: Maintenance and Repair
CDMP: Communities Development and Management Plan	MBTUS: Mega British Thermal Unit
CG: Commanding General	MCA: Minor Construction Army
CI: Capital Improvements	MEO: Most Effective Organization
COE: Corps of Engineers	NEPA: National Environmental Policy Act
DoD: Department of Defense	NOV: Notice of Violation
DOIM: Directorate of Information Management	O&M: Operations and Maintenance
DOL: Directorate of Logistics	OMA: Operations and Maintenance, Army
DCA: Directorate of Community Activities	OMB: Office of Management and Budget
DPTM: Directorate of Plans, Training and Mobilization	PCAR: Preventative/Corrective Action Program
DRMO: Defense Reutilization and Marketing Office	POC: Point of Contact
ECMD: Engineering and Contract Management Division	P2: Pollution Prevention
EMS: Environmental Management System	PW: Public Works
EMT: Emergency Medical Technician	PWS: Performance Work Statement
ENRD: Environmental and Natural Resource Division	QA/QC: Quality Assurance/Quality Control
EO: Executive Order	RCI: Residential Communities Initiative
EOC: Emergency Operations Center	RIF: Reduction in force
EPA: Environmental Protection Agency	ROTC: Reserve Officer Training Command
FPES: Fire Prevention and Emergency Services	S.O./SO: Service Order
GC: Garrison Commander	SPIT: Supply Process Improvement Team
GIN: Government In Nature	TOE: Training, Operations, Equipment
GIS: Geographic Information System	TWIT: Total Work Improvement Team
HMCC: Hazardous Materials Control Center	UFR: Unfinanced request
HVAC: Heating, Ventilation and Air Conditioning	UST: Underground Storage Tank
IBCT: Interim Brigade Combat Team	WMC: Work Management Center
ID: Infantry Division	WWTP: Waste Water Treatment Plant
IFS: Integrated Facilities System	YTC: Yakima Training Center
IFSM: Installation Facilities System Management	

Thanks to those who helped by sharing your time, knowledge, insight and resources. Just another illustration of Team PW—this could not have been assembled without your help. -JT

Lyle Anthony	Dave Joseph	Marian Saylors
John Bailey	Greta Kenner	Jim Scott
Lou Bain	Brett Langlois	Brad Shanrock
Abby Barbeau	Ian Larson	Gary Stedman
Jim Benson	Mel Latham	Paul Steucke
John Brobeck	Connie Lee	Jim Thayer
Judy Buck	Fort Lewis Museum	John Timmers
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Rich Durr	Ben McConkey	Everyone who responded with
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Barb Farino	Carol Pereira	Al Yen
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Northwest Guardian	Ken Place	Doug Zuchowski
Teresa Hansen	Darrell Robinson	
Charles Howell	Kelli Rosacrans	

